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Question 1

Question Type: MultipleChoice

Which of the following can be used to visualise information obtained in a workshop?

Options:

- A- Round robin.
- B- Brainwriting.
- C- Mind maps.
- D- Post-it exercise.

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Answer:

C

Question 2

Question Type: MultipleChoice

Which of the following statements about formal observation as an investigation technique are TRUE?

It helps the analyst to...

- a) ... negotiate and resolve conflicting requirements
- b) ... understand the physical business environment
- c) ... obtain buy-in from a range of stakeholders
- d) ... identify tacit knowledge in business practice.

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Options:

- A- a, b and c only.
- B- a, b and d only.
- C- c and d only.
- D- b and d only

Answer:

D

Explanation:

The true statements about formal observation are b and d. Formal observation is when a business analyst watches an individual or group perform their work. Statement (b) is true as observing the environment directly helps the analyst understand the physical business environment and how it influences the work. Statement (d) is true because observation is particularly effective for identifying tacit knowledge (unspoken or unwritten rules, shortcuts, or skills) that the worker may take for granted or find difficult to articulate during an interview. Statement (a) is false as observation is a passive technique, not suitable for actively negotiating or resolving conflicts, which is better suited for workshops or interviews. Statement (c) is false as observation does not actively engage a wide range of stakeholders to obtain buy-in.

(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice -- Investigative Techniques, Observation)

Question 3

Question Type: MultipleChoice

The horizontal bar of the T-shaped professional describes what?

Options:

- A- The deep and specific domain knowledge
- B- Professional techniques of a business analyst.
- C- The variants of a business analyst.
- D- The multi-disciplinary breadth of skill and knowledge

Answer:

D

Explanation:

The T-shaped professional model is used in business analysis to describe the ideal mix of skills and knowledge. The 'T' shape consists of a vertical bar and a horizontal bar. The vertical bar represents the deep and specific domain knowledge or core expertise (e.g., business analysis

techniques, specific industry knowledge). The horizontal bar (the top of the 'T') represents the multi-disciplinary breadth of skill and knowledge that an individual can apply to various situations. This breadth includes soft skills like communication, facilitation, leadership, and a broad understanding of different business areas (like finance, operations, IT, and strategy). It is this breadth that allows the business analyst to collaborate effectively across different teams and disciplines, understand the context of the change, and recommend truly holistic solutions.

(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice -- Competencies of a Business Analyst)

Question 4

Question Type: MultipleChoice

Which of the following statements is FALSE in relation to the hierarchy of requirements?

Options:

- A- The requirements hierarchy enables detailed requirements to be linked to the business need.
- B- The requirements hierarchy shows the order in which requirements should be developed.
- C- Requirements are driven by the organisation's values, strategy and objectives.
- D- The requirements hierarchy links different requirements to each other.

Answer:

B

Explanation:

The hierarchy of requirements organizes requirements into levels (e.g., business needs, stakeholder requirements, solution requirements) to ensure alignment and traceability. Let's evaluate each statement to determine which is false .

Key Characteristics of the Requirements Hierarchy:

Linking Requirements: The hierarchy ensures that detailed requirements are connected to higher-level business needs and objectives.

Order of Development: The hierarchy does not dictate the sequence in which requirements should be developed; it focuses on relationships and dependencies.

Driven by Strategy: Requirements are derived from the organization's values, strategy, and

objectives.

Traceability: The hierarchy links different types of requirements to ensure consistency and alignment.

Evaluation of Each Statement:

A . The requirements hierarchy enables detailed requirements to be linked to the business need: This is true; the hierarchy ensures traceability between high-level and detailed requirements. Conclusion: This is true .

B . The requirements hierarchy shows the order in which requirements should be developed: The hierarchy does not specify the development order; it focuses on relationships and dependencies. Conclusion: This is false .

C . Requirements are driven by the organisation's values, strategy and objectives: This is true; requirements must align with organizational goals. Conclusion: This is true .

D . The requirements hierarchy links different requirements to each other: This is true; the hierarchy ensures traceability and alignment across levels. Conclusion: This is true .

Final Recommendation:

The false statement is: B . The requirements hierarchy shows the order in which requirements should be developed.

Question 5

Question Type: MultipleChoice

Which is the first step in the gap analysis process?

Options:

- A- Assemble representations of target or desired situation
- B- Identify gaps to be addressed.
- C- Assemble representations of existing situation.
- D- Consider possible actions to address the gaps.

Answer:

C

Explanation:

Gap analysis is a technique for comparing the current state of the business ('As Is') with the desired future state ('To Be') to identify what is missing and what needs to change. The logical first step is to establish the current starting point. Therefore, the process begins by:

Assemble representations of existing situation (The 'As Is' model). This involves investigating and documenting the current processes, organisation, people, information, and technology (POPIT).

Assemble representations of target or desired situation (The 'To Be' model).

Identify gaps to be addressed (The difference between As Is and To Be).

Consider possible actions to address the gaps (Developing the recommendations).

(Reference: BCS Business Analysis Practice -- Gap Analysis)

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Question 6

Question Type: MultipleChoice

Which drawback of Waterfall is addressed in Agile methodology?

Options:

- A- The agile methodology addresses the inherent uncertainty in cost associated with waterfall.
- B- Agile development addresses the inflexibility of waterfall as it pertains to changing requirements.
- C- The agile methodology captures all requirements at the start of a project to reduce risks typically experienced in waterfall.
- D- Agile development requires stake holders to agree to the scope of the project before the work begins, reducing uncertainty in the design.

Answer:

B

Explanation:

The Waterfall methodology is a linear approach where requirements are defined upfront, and changes are difficult to accommodate once the project begins. Agile methodology , on the other

hand, emphasizes flexibility and adaptability to changing requirements.

Key Considerations:

Inherent Uncertainty in Cost: While cost uncertainty exists in both methodologies, Agile does not specifically address this drawback of Waterfall.

Inflexibility to Changing Requirements: Waterfall's rigid structure makes it difficult to incorporate changes once the project starts. Agile addresses this by allowing iterative development and continuous feedback.

Capturing All Requirements Upfront: Agile does not aim to capture all requirements upfront; instead, it embraces evolving requirements throughout the project.

Stakeholder Agreement on Scope Before Work Begins: Agile encourages ongoing collaboration with stakeholders rather than requiring scope agreement upfront.

Evaluation of Each Option:

A . The agile methodology addresses the inherent uncertainty in cost associated with waterfall: Agile does not specifically address cost uncertainty. Conclusion: This is not correct .

B . Agile development addresses the inflexibility of waterfall as it pertains to changing requirements: This is the primary drawback of Waterfall that Agile addresses through its iterative and flexible approach. Conclusion: This is correct .

C . The agile methodology captures all requirements at the start of a project to reduce risks typically experienced in waterfall: Agile does not capture all requirements upfront; it embraces evolving requirements. Conclusion: This is not correct .

D . Agile development requires stakeholders to agree to the scope of the project before the work begins, reducing uncertainty in the design: Agile does not require upfront scope agreement; it promotes adaptive planning. Conclusion: This is not correct .

Final Recommendation:

The drawback of Waterfall addressed in Agile is: B. Agile development addresses the inflexibility of waterfall as it pertains to changing requirements.

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